

TRADOC Training
Note 99-1



"Transforming Citizens to
Soldiers"

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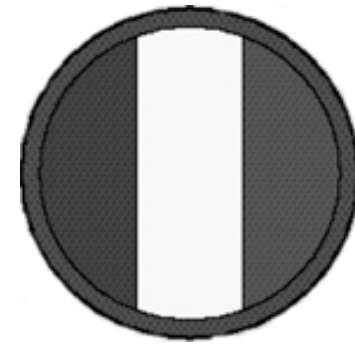
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youth into soldiers who will prove successful by completing their first term of enlistment and then assuming leadership positions within the Army or society. This is the goal of recruiting and training soldiers—to provide the depth of talent and fortitude required to fight and win our nation's battles.



PROVIDING SOLDIERS FOR THE ARMY

The U. S. Training and Doctrine Command (TRADOC) provides the U.S. Army with trained and ready soldiers to fight and win our country's wars and accomplish its strategic goals. These soldiers are the result of a process that is the subject of this paper—our investment strategy to transform citizens into soldiers. This paper supplements TR 350-6 and describes the critical elements and the standards to which we will hold during this transformation.

In many ways, the Army is a way of life with its own culture and ethos. While some people may join the Army to take advantage of enlistment bonuses or other tangible benefits, many become a part of a culture—one that contributes to a greater whole. They do so because sometime between their initial oath of enlistment and the end of their first unit assignment a major change takes place—the citizen becomes a U.S. Army soldier.

The transformation of citizen to soldier begins with a young person's desire to serve our country. That desire may be due to a sense of tradition or honor, a desire to benefit from experience or perhaps financial incentive that brings them to the local recruiter. The first image of the Army—and all it represents—is personified by the local Army recruiter. He or she sets the example that draws many young Americans into service. They are the gatekeepers and point men for the Army—physically fit, articulate, proven veterans who exude pride and live by a set of values that sets them apart. These men and women



guide America's youth to the point where they freely take the oath of enlistment to serve our country—an oath that marks the completion of the first step in the transformation process.

The Army's investment strategy starts with the Army recruiter buying in to the success of each new recruit through completion of the first enlistment. Enlistment is only the first step in setting the conditions for a soldier's success in the Army and in life. The recruiter shares responsibility with the Initial Entry Training (IET) trainers and the leaders in field units for developing the standards and values of every soldier who serves.

The transformation of America's youth to soldiers is the business of TRADOC IET units. The principal goal of IET units is to develop soldiers of character, competent in their warfighting and technical skills, possessing a warrior spirit, who can effectively contribute to their first unit and who can successfully complete his or her first enlistment. To be effective, soldiers must not only possess a military occupational skill, but also the will to do what's right and to accomplish the most difficult tasks. It is this combination of fundamental skill, character, and an indomitable spirit that provides the basis from which units can further develop soldiers into seasoned veterans.

The strategy for IET flows from and is supported by the principles outlined in FM 25-100 and FM 25-101. The chain of command must be committed to developing individual readiness not only in incoming soldiers but cadre and staff as well. Like recruiters, IET cadre must meet the highest standards of individual readiness. Moreover, they must be masters of the skills they teach. With high quality drill

ratio, encouraging chain of command and peer intervention, and have emplaced chaplains in each battalion. In all our units, we will continue to ensure that the physical and supervisory measures we have in place provide our soldiers the dignity and respect they deserve. Leaders at all levels must conduct systematic reviews to ensure adherence to the procedures and standards and to take immediate corrective action where necessary.



CONCLUSION

Training to standard is the very heart and soul of our IET efforts. Conducting safe and effective performance-oriented training to clearly identified standards, assessing and then providing feedback on performance to those standards provides the soldier with the confidence to accomplish any mission. Effective training and role modeling allows us to transform civilians to soldiers; it is what builds and cements the bond from soldier to soldier, from soldiers to their unit, and ultimately to successful mission accomplishment. Training rigs soldiers for success. Investments in initial entry training programs are investments in Army readiness. That focus will not change.

America's sons and daughters continue to infuse our Army with the ingenuity, grit, and indomitable spirit that make it rise above all others. Each year we train thousands of young men and women to take their place alongside our most trusted veterans—and eventually to replace them. Every day we begin a process of transforming our

training requirements. Likewise, training unit cadre must be able to speak knowledgeably about the benefits that initially motivated their soldiers to join our team. Follow-up and feedback from trainers to recruiters, both positive and negative, contribute to the success of the soldier and the institution. This partnership facilitates a feeling of joint ownership of the soldiers' success.

Although we can improve cooperation and coordination between recruiters and trainees, even as we continually hone our training skills and POIs, there will be some trainees who fail—physically, ethically, or mentally—in their effort to join our Army. IET attrition is not a measurement of failure as long as every reasonable step has been done to prepare a soldier to successfully accomplish the tasks necessary to graduate. This is at the heart of our strategy of investment in producing soldiers of character. We must make mature, rational decisions based upon realistic assessment and counseling when discharging a trainee who does not meet our standards.

TRADOC will remain committed to gender-integrated initial entry training as the key to ensuring cohesive units in the field by training as we fight. As the Army is a gender-integrated force, initial entry training is also. In the development of the soldier-to-soldier relationship and the soldier-to-leader relationship, soldiers learn to be confident that they can effectively interact with each other—regardless of gender. The importance and the value of teamwork are constantly reinforced. The standards are clear and will remain committed to training to standard as part of our investment in the development of quality soldiers. We have a set of policies and guidelines that safeguard respect and dignity for all in a safe and secure environment. We are carefully monitoring the trainee-cadre

sergeants and cadre, the entire chain of command can then focus on creating hands-on, performance-oriented, leader-intensive training opportunities for both the trainee and trainer alike. The transformation process includes basic combat training (BCT) and advanced individual training (AIT) or one-station unit training (OSUT). The transformation of civilians into soldiers (progressive soldierization) occurs continuously from oath of enlistment to graduation from AIT/OSUT and assignment to an Army unit in the field. This is a repetitious process in which the chain of command of each unit (BCT, OSUT, AIT) conducts a handover as the soldiers progress through continuous diagnosis, training, and retraining in each phase of IET—the eight step training process outlined in FM 25-100/101. The intent is to track individual progress and to allow sufficient time for cadre members to develop the soldier to the highest standards, both professionally and as a total person.

IET must focus on developing four distinct aspects of a young man or woman who desires to become an Army soldier—commitment, skill, character, and a warrior spirit. This process is continuous—from the initial meeting with the recruiter to the soldier's arrival at his or her first unit of assignment. When regarded in this way, it is evident that possessing military skills and knowledge is not enough—the soldier must demonstrate the will to do the right thing, the ability to know what that is, and the spirit to stay the course. These attributes, guided by an acceptance of Army values, combine to form a whole greater than the parts of the training received. This forms the bedrock of warrior spirit that sustains a strong and ready Army.

The end we seek is to provide soldiers who demonstrate commitment to service of their country, who possess character based

on Army values, technical skills, and warrior spirit. It is these capabilities that enable the soldier to successfully complete their initial enlistment as part of a well trained operational army unit. This is the measure of success for initial entry training. The remainder of this paper describes how TRADOC will work to ensure the successful transformation of America's youth to America's soldier—the world's finest.

TRANSFORMING PRIVATE CITIZENS TO SOLDIERS



The process that transforms civilians into soldiers is rigorous and challenging to both recruit and cadre. Soldiers are introduced to the Army life—its standards, its patterns, its pace, its missions, and its values. Each step in the process sets the conditions for success in the

subsequent training stages; and each step is important. All the steps together contribute to the total development of the individual over time. Recruiting, training, exercises and qualifications are intended to take the individual to progressively higher levels of development, culminating in the creation of a combat-ready soldier.

The following represents the minimum skills, knowledge, and attributes required of Army trainees at completion of basic training:

Assess unit strengths and weaknesses:

- Where are strengths/weaknesses?
- What are we doing to improve?
- What is the impact on unit mission?
- Are we setting the example through our attributes, skills, commitment and knowledge?

Assess training conducted:

- Tasks, Conditions, Standards.
- Realism.
- Soldier performance.
- Areas for improvement.

Ensure cycle breaks in BCT/OSUT provide for the following:

- After course AARs.
- Rest and recovery of drill sergeants, cadre, and support personnel.
- Mission training and preparation—to include rehearsals.
- Professional development—to include cadre training to maintain individual and unit proficiency.

COMMAND APPROACH

The linking of Recruiting Command and IET under TRADOC unified the processes that bring qualified, competent soldiers into Army field units. In addition to training, TRADOC installation commanders and their senior leaders must partner with their surrounding communities to create a positive Army image. Training installation commanders and their USAREC counterparts must work together to ensure that recruiters are adequately versed in initial entry

practices. The core of our training doctrine is the training management cycle which identifies mission essential tasks, assesses them, plans to train to strengthen weak areas, continuously evaluates, fosters feedback, and retrain to standard. In the same way this doctrine guides unit readiness in the field, it also guides IET units whose focus is on soldier readiness.



It is essential that each IET unit crosswalk its METL to unit battle tasks, conditions, standards, and mission training plans. The effectiveness of this process is dependent on training meetings conducted to standards at all command levels to ensure battle

focus. The training meeting is the center of gravity for effective soldier training programs and high standards of execution of tasks. It is where the training assessment process focuses the energies of unit leaders and trainers on the tasks that must take priority to achieve desired standards of performance as outlined in training plans or quarterly training briefings. The combination of QTBs, training meetings, employment of the eight-step training model, and leader assessments provide the basis for a training contract between commanders.

Integral to the training management cycle is a system that fosters feedback by conducting AARs. The effective unit AAR should focus on the following:

Knowledge (understand the following concepts):

- Chain of command
- Orders
- Army values
- Teamwork
- Military law
- Army tradition and heritage
- Army discipline
- Army warrior ethos—the focused will to win. The will to seek out and overcome obstacles to successful mission completion.
- Standing Operating Procedures
- Army leadership—Be, Know, Do
- The proper wear of Army uniforms
- Maintenance principles for individual weapons and equipment
- Understand basic individual infantry tactics
- Army Customs and Courtesies

Skills (irrespective of day/night or weather conditions):

- Qualified in basic rifle or pistol marksmanship
- Able to administer first aid under combat conditions
- Able to survive in a chemically contaminated environment
- Able to survive and operate in the field using basic field sanitation skills
- Able to move between points using basic map reading and land navigation techniques
- Able to fight in hand-to-hand combat
- Able to throw a hand grenade into an enemy target
- Able to employ a basic anti-tank weapon
- Able to prepare individual fighting positions
- Able to understand basic radio-telephone communications procedures

Attributes:

- Physically fit
- Demonstrate Army values
- Treat all with dignity and respect
- Demonstrate a rudimentary warrior ethos—the focused will to win
- Confident in self and team
- Be a member of the team
- Self-disciplined
- Capable of demonstrating initiative
- Capable of problem solving
- Able to handle physical and mental stress
- Motivated to serve

Basic combat training programs will culminate with an event that stresses newly developed skills and knowledge. The culminating event will signify a rite of passage from trainee to soldier.

AIT will build on the skills, knowledge, and attributes learned during basic combat training to develop basic competency in specific branch military occupational skills (MOS). We will continuously review the list of skills, knowledge, and attributes for MOS-producing training to ensure currency. As opposed to BCT and AIT, the design of OSUT is a total immersion of branch training from entry through graduation.

Initial Entry Training graduation is the culmination of the transformation process and signals the passage of well-trained soldiers to Army units where they can continue to develop more mature skills and values and can contribute to mission success.

- Develop total soldiers who meet prescribed standards.
- Take care not to become event oriented.
- Build opportunities for coaching and mentoring.
- Assess soldier progress and provide every opportunity to successfully meet standards.
- Organize training schedules to ensure a reasonable and progressive flow of instruction.
- Ensure that risk management is incorporated:
- Do not become complacent due to routine or repetition.
- Modify training to accommodate changing conditions while ensuring that training objectives are safely met.
- Establish risk management SOPs to ensure that leaders at the right level are making sound decisions and reducing risks.

Invest the time to know, coach, and mentor the individual trainee:

- Assess soldier compliance with standards.
- Know their strengths and weaknesses.
- Build on strengths—train on weaknesses.
- Track progress through the entirety of IET.
- Reinforce training on periodic basis—maintain standards within the “Band of Excellence.”
- Use one soldier’s strengths to improve others—goal is for everyone to win.

MANAGING THE TRANSFORMATION PROCESS

The Army’s training management strategy is the cornerstone of good training. The doctrine as outlined in FMs 25-100 and 25-101 applies across the total force and is the foundation of our training

part of a platoon. We take this approach of maintaining platoon integrity to create all the right environmental conditions to meet our responsibilities for individual training. Within a platoon we experience second and third order benefits as continuity, cohesion, and esprit, which collectively result in improved performance. This is a serious investment in personnel over our past strategy of committee training.

The following expectations will focus the IET command and staff efforts:

Invest the time to develop the cadre team:

- Demand excellence in all cadre and staff members—everyone has a role to play from post commander, through brigade, battalion, and company commanders; and, from command sergeant major through first sergeant, drill sergeants, down to junior unit NCOs and academic department personnel.
- Execute a proactive program to provide required training at critical points in the drill sergeant and instructor life cycles.
- The chaplain must be an integral part of the professional development of both the cadre and the trainees.
- Create an environment that breeds success—the reason for the IET cadre and staff is to train soldiers to standard, creating the conditions for soldiers to succeed.
- Establish leader development programs that prepare cadre for service after IET.

Invest the time to develop meaningful programs of instruction:

- Utilize the training doctrine prescribed in FMs 25-100/101. IET is Army training and must be executed in accordance with doctrine.

Leader presence is the catalyst for the process of change. This relies heavily on the joint accountability of the command, the cadre, and the academic departments. This interlocking structure shares responsibility for the trainees' progression through the successive levels of soldier competence.

All administrative, instructor, and cadre personnel are critical in the transformation process. They all, regardless of rank and position, serve as role models for trainees. However, the drill sergeant is the heart and soul of initial entry training and we must ensure that we have properly trained and motivated drill sergeants to do their jobs. The relationship between the drill sergeant and the trainee is unique. We need to capitalize on that relationship and prepare drill sergeants to be the pivotal force in the trainee's initial entry training. An investment in drill sergeants is an investment in better-trained soldiers.

When a drill sergeant arrives at an initial entry training unit, he or she has already successfully completed a rigorous selection process—recommendation from their operational unit commander; review of their military files by the personnel command; and graduation from a challenging drill sergeant training course. The following minimum skills, knowledge, and attributes are expected of NCOs serving as drill sergeants:

Knowledge:

- Knows the needs of the Army
- Understands the Code of Conduct
- Understands the importance of setting the example and role modeling in shaping and building soldiers
- Understands TRADOC IET and post policies

- Understands Army values and heritage
- Knows the Army training process
- Understands the recruiting process and current policies
- Possesses a fundamental understanding of combined arms operations

Skills:

- Master Fitness trained
- Basic rifle marksmanship master trainer
- Common training tasks
- Training procedures–the Army’s Master Trainer
- Drill and ceremonies
- Vehicle operations
- Medical evacuation procedures
- Range safety procedures
- Safety risk assessment
- First Aid training and CLS qualification
- Performance counseling

Attributes:

- Personifies the Army values
- Treats all with dignity and respect
- Prepares and rehearses training as required–
IAW FM 25-100/101
- Exudes pride in the Army and his or her role in it
- Self-discipline
- Physically fit
- Stable in temperament
- Leads from the front
- Teach, mentor, coach, counselor–IAW FM 22-100

- Personifies the warrior ethos–be a role model 24 hours a day
- Demonstrates positive leadership
- Fosters teamwork
- Demands and works to achieve high standards
- Motivator with good communicator skills
- Manifests confidence in self and unit

In addition to the initial inventory of skills received at drill sergeant school, drill sergeants must receive technical, human relations, and intervention training throughout the course of the two-year drill sergeant life cycle. This is designed to certify high standards of performance, ensure compliance with local commander’s guidance, preserve dignity and respect for soldiers, and coach and mentor to maintain the “role model” concept to completion of the drill sergeant tour. In an AIT environment, a similar life-cycle training program must be established to ensure that instructors maintain technical competence, in addition to the other values and standards expected of the drill sergeant community.

Cadre are trained IAW TR 350-6. We must ensure that reception battalion personnel, all military cadre, and civilian support personnel understand and demonstrate the Army values in their dealings with IET soldiers. In much the same fashion as in the drill sergeant and instructor life-cycle training programs, cadre must be coached to be role models also.

A strong, cohesive unit that can carry out its assigned missions successfully is the intended goal. Soldiers must be inculcated with a sense of teamwork, the absolute bonding of members of a unit. This interdependence is formed at platoon level. To that end, we train as